

## MEMORANDUM

Agenda Item No. 11(C)(1)

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**TO:** Honorable Chairman Bruno A. Barreiro  
and Members, Board of County Commissioners

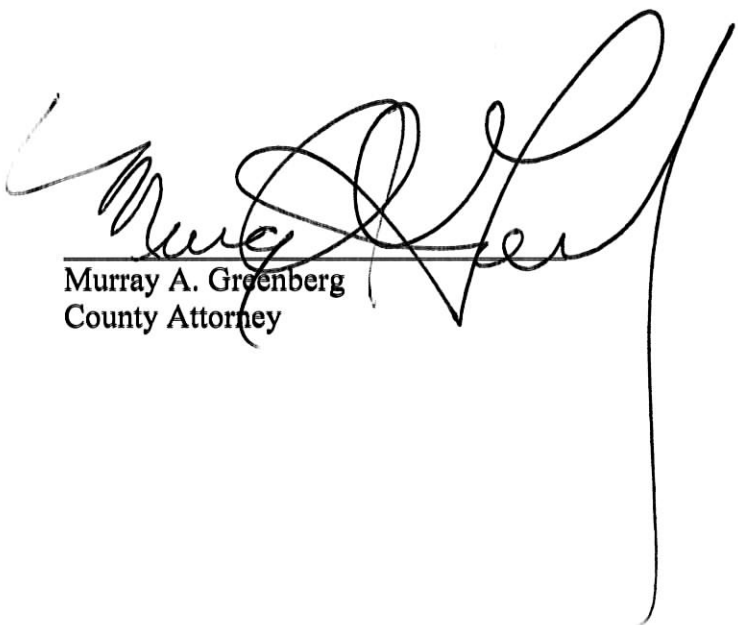
**DATE:** February 20, 2007

**FROM:** Murray A. Greenberg  
County Attorney

**SUBJECT:** Jay Malina International  
Trade Consortium Annual  
Report 2005/2006

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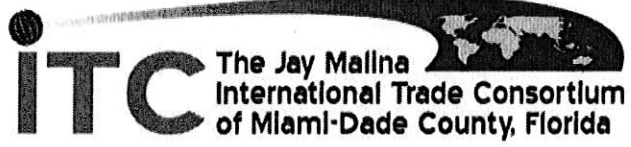
The accompanying report was placed on the agenda at the request of Commissioner Natacha Seijas.



Murray A. Greenberg  
County Attorney

MAG/bw



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# ANNUAL REPORT **2005/2006**



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# Report of the Chair



February, 2007

Honorable Carlos Alvarez, Mayor  
Honorable Bruno Barreiro, Chair  
And Members Board of County Commissioners

Dear Mayor Alvarez, Chair Barreiro, and Members of the Board of County Commissioners:

I am pleased to submit The Annual Report of the Jay Malina International Trade Consortium (ITC) for the year November 2005 - November 2006 as required by County Ordinance 02-225 as amended. This report outlines our significant programmatic developments in 2005-2006.

This has been a year of transition for the ITC. In January 2006, in accordance with the amendment to the ITC Ordinance, Chair Joe Martinez appointed me as the new incoming Chair of the ITC. Ms. Janá Sigars-Malina was appointed as Vice-Chair. And, in April 2006, Mr. J.A. Ojeda, Jr., was appointed as the new Executive Director following an extensive search process. At my request, the County Manager instructed the Department of Audit and Management Services (AMS) to conduct an audit of the organization, and most of the functions of the department were placed on hold pending the results of the audit.

The audit was completed in June 2006, and the Auditor made recommendations to streamline departmental procedures and programmatic adjustments. The new Executive Director and his staff have implemented these recommendations, and program operations have been resumed.

Under new leadership, the ITC was reorganized both at the staff and board levels, and new procedures were developed to implement program directives for selection of missions and applications for Third Party Missions. The ITC Board and the Sister Cities Coordinating Council have undertaken the review of operations and are currently preparing a Strategic Plan for 2007-2008. New staff has been hired, and new policy directives have been implemented. The ITC led two successful missions abroad this year. One at the request of the government of Trinidad & Tobago to Port of Spain, and the other, a Sister Cities Mission to Asti, Italy in celebration of twenty-one years of uninterrupted friendship and cooperation. We are excited about the future, and we are moving ahead to implement the structural and programmatic changes approved by the ITC Board.

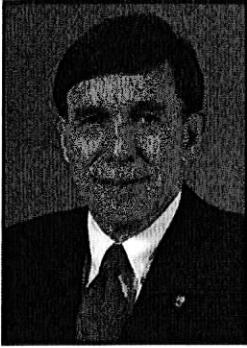
I want to thank the Mayor, the Board of County Commissioners, the County Manager, the ITC Board, and staff for their continued leadership and support. I am confident the agency will fulfill its mandate of promoting Miami-Dade County as a global gateway.

Sincerely,

Natacha Seljas



# Report of the Executive Director



February, 2007

Honorable Natacha Seljas, Chair  
Members of the Jay Malina International Trade Consortium (ITC), and  
Members of the Sister Cities Coordinating Council:

Dear Members of the ITC Board of Directors and Members of the Sister Cities Coordinating Council:

I am pleased to once again have the opportunity to work in Miami-Dade County to direct the course of the agency which I helped to establish in 2002, and to present to our stakeholders the agency's Annual Report for 2005-2006 as required by ordinance. This past year has been year of change and transition, but much was accomplished since my appointment in April, 2006.

A general audit was performed by the office of Audit Management Services, and completed in June, 2006. The findings of the audit provided several recommendations which gave the ITC the opportunity to reassess many of the internal and external processes and develop more efficient and transparent policies and procedures.

As you will see in the following pages, the structure of the ITC Board has been streamlined, ITC staff has grown, and senior staff members have been promoted. The Sister Cities program, which previously consisted of one staff member, now, has a staff of three. Additionally, new committees have been formed at the request of the ITC Chair, and guidelines for the selection process for ITC led missions, and the certification of Third Party Incoming and Outgoing Missions have been revised.

Also, in accordance with audit recommendations, a trust fund account for the ITC was established in October 2006 so that funds could be transferred from the Trade Mission Center of the Americas back to the direct control of the ITC. The funds held in the newly established trust fund are to be used solely for the following activities: marketing and promotions, including special protocol gifts; conferences, workshops, and events; receiving and hosting visiting dignitaries and trade missions; ITC led missions abroad; and for ITC Board of Directors' retreats.

Despite the delays brought about by the audit, the ITC led two missions abroad. The first was a Business Development Mission to Trinidad & Tobago, and the second was a Sister Cities Mission to Asti, Italy. The ITC has also worked collaboratively with its trade partners and the Consular Corps in receiving various incoming trade missions and official visiting delegations.

Most recently, we have undertaken a strategic planning process to clearly identify the goals and objectives for the 2007-2008 Fiscal Year. Additionally, in order to be consistent, upcoming quarterly and annual reports will be made to coincide with the County's Fiscal Year which runs from October to October. Among our highest priorities is to showcase Miami-Dade County as the global trade and cultural gateway that we all know it is.

Together with the ITC Board, the Sister Cities Coordinating Council, and my staff, action has been taken to ensure that the functions of the office move forward with renewed energy and efficiency. We look forward in the coming months to working with the Mayor, the Members of the Board of County Commissioners, Chair Seljas, the ITC Board, the Sister Cities Coordinating Council, and our trade partners as we move our international trade agenda forward.

I want to thank Chair Seljas for her continued support, and my loyal and hardworking staff, without whose professionalism and cooperation, we could not have achieved these impressive results.

Sincerely,

A handwritten signature in dark ink, appearing to read "J.A. Ojeda".

J.A. Ojeda, Jr.  
Executive Director





# **Organizational Structure**



## Structure of the Jay Malina International Trade Consortium

The Jay Malina International Trade Consortium (ITC) functions as the advisory board to the Mayor and Members of the Board of County Commissioners (BCC) on matters related to advancing Miami-Dade County's international trade agenda. Its powers and responsibilities are discussed in County Ordinance 02-225 as amended. Members of the ITC Board of Directors are appointed by the Mayor, the Chair, Members of the Board of County Commissioners, and relevant trade organizations. The Dean of the Consular Corps as well as the Chair of the Sister Cities Coordinating Council also serve as permanent board members of the ITC Board.

Board members are appointed to serve two year staggered terms of office. The ITC is chaired by County Commissioner Natacha Seljas, who was appointed by Board of County Commissioners Chair, Joe Martinez, in January 2006. Chair Martinez also appointed Janá Sigars-Malina as ITC Vice-Chair. The ITC Board functions through its standing and ad hoc committees as appointed by the Chair. The Committees are:

- Executive
- Internal Management
- Budget and Finance
- Global Affairs
- African Trade Initiatives
- Asian Trade Initiatives
- European and Middle Eastern Trade Initiatives
- Western Hemisphere Trade Initiatives

The ITC Board of Directors exercises the following powers: (Ordinance 02-225 as amended)

- (a) "Represent Miami-Dade County's international trade interests and be an advocate for the international trade community at the local, state and federal level.
- (b) Organize Incoming and Outgoing Trade Missions, and promote two way trade between Miami-Dade County and other parts of the world.
- (c) Increase the coordination and proliferation of e-commerce and promote Miami-Dade County as the e-commerce Center of the Americas.
- (d) Establish and maintain a well-defined database of County businesses in international trade to determine product markets and businesses for use in matchmaking, mission recruiting, and referrals. Provide trade information to all sectors of Miami-Dade County as well as state, national, and international governments.
- (e) Develop a strategic action plan to help define Miami-Dade County's top markets and products; and conduct other studies as needed to support ITC international trade activities.
- (f) Employ, engage, and compensate personnel to carryout the responsibilities of the ITC and to budget, administer, and implement all funds both public and private received by the ITC.
- (g) Accept, receive, and expend public, and private monies, gifts, fees, revenues and donations in addition to County funds.



- (h) Seek BCC approval of contracts, with agencies, corporations, persons or other entities.
- (i) Engage in activities that increase Miami International Airport's airline competition, and air service development.
- (j) Develop and expand trade through the County's Seaport.
- (k) Promote Miami-Dade County as the Gateway to the Americas and beyond.
- (l) Develop and expand trade and commerce with markets in Latin America, Europe, Africa, and Asia.
- (m) Perform any other such functions reasonably related to the execution of the ITC functions and responsibilities.
- (n) The ITC shall be empowered to expend administrative and programmatic resources to achieve its mission.
- (o) The ITC shall identify and develop a variety of alternative funding sources and shall seek and apply for state, federal and private grants.
- (p) The ITC, as an agent and instrumentality of Miami-Dade County, shall be authorized to act for Miami-Dade County in the performance and enforcement of all ITC contracts approved by the BCC.
- (q) The ITC's budget request shall be prepared and submitted in the same manner as the budget for a County department and will be considered as part of the Miami-Dade County budget process. The ITC's budget requests shall be prepared in a format prescribed by the County Manager.
- (r) The ITC shall also administer the Miami-Dade County Sister Cities Program under its existing County resolutions, bylaws, governing structure, assets, and programs.
- (s) The ITC shall coordinate services with the Consular Corps of Miami and shall serve as a proactive liaison between the consular community and Miami-Dade County.
- (t) The ITC shall develop a one-stop information and resource center for international trade."



# Jay Malina International Trade Consortium Board of Directors

November 2005 - November 2006

**Hon. Natacha Seljas**  
*County Commissioner*  
*ITC Chair*

**Janá Sigars-Malina**  
*Vice-Chair*

John Abisch	Jill Klaskin-Press	Juvenal A. Piña
Capt. William Alexander	Alex L. Gonzalez	J. David Peña
William Anderson	Wifredo (Willy) Gort	Sandrell Rivers
Bernadine Bush	Juan Kuryla	Dr. Denis Rod
Carlos Castellon	German Lelva	Gilbert "Lee" Sandler
Jose Luis Castillo	Walter A. Loy	Miguel Southwell
Jacqueline Del Cristo	Fernando Melo	Roberto A. Torricella
Rafael Diaz-Balart	Manny Mencia	Emmanuel Uche
Marlon Hill	Dwayne A. Wynn	Rick Zelman
Alfredo Hidalgo-Gato	Harold "Ed" Patricoff	Hon. Carmenza Jaramillo de Maincourt

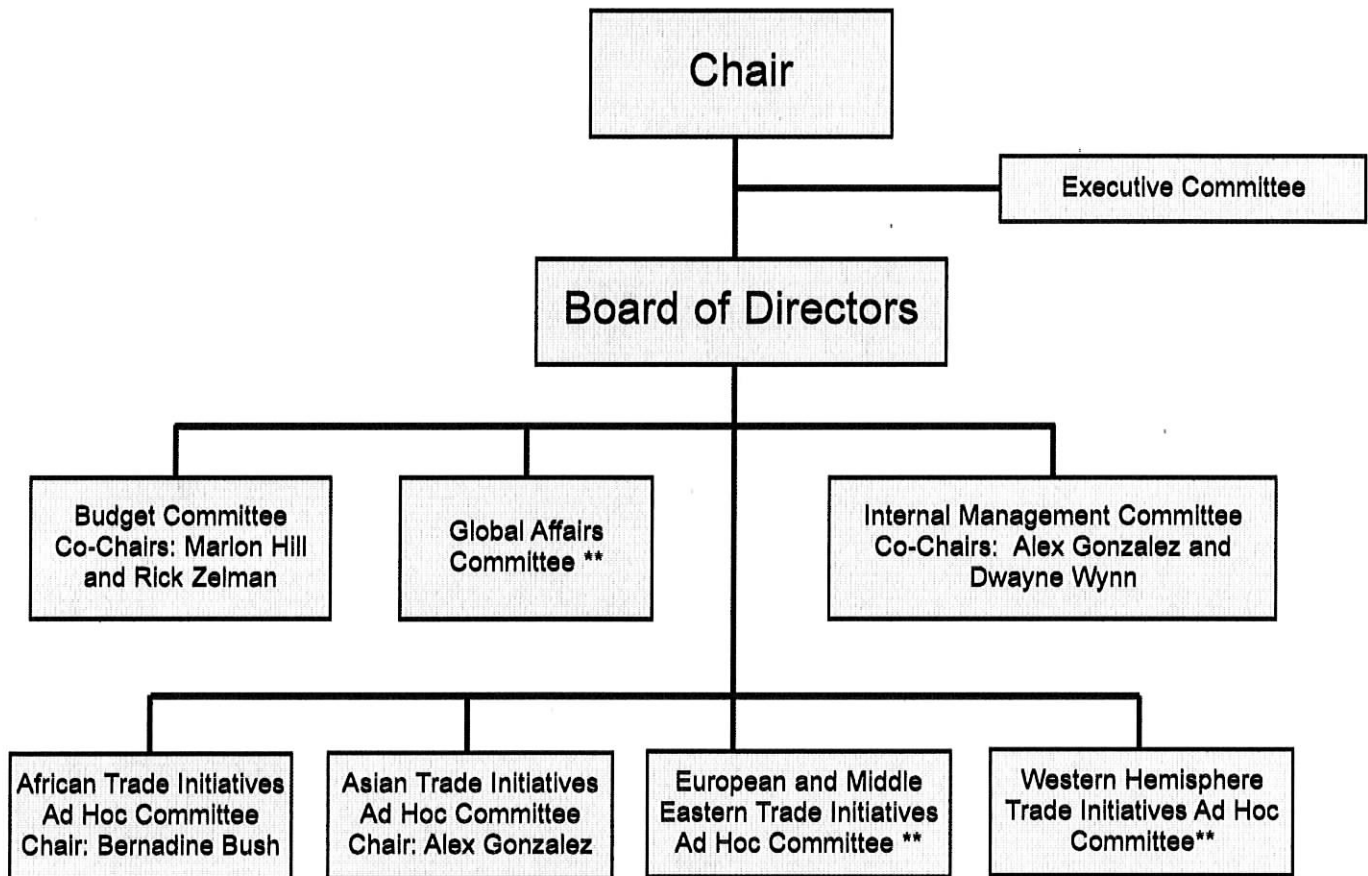
**J.A. Ojeda, Jr.,** *Executive Director*

**Eric Rodriguez,** *Assistant County Attorney*

**Allna T. Hudak,** *Assistant County Manager, Ex Officio*



# Structure of the ITC Board



\*\* To be appointed.



## **Sister Cities Coordinating Council**

The Sister Cities Coordinating Council serves as the advisory board to the Mayor and the Board of County Commissioners in matters related to international affairs. It also fosters international cultural understanding, promotes citizen diplomacy, establishes official relationships with designated cities abroad, and serves as the County's official liaison to the approximately seventy accredited members of the Miami-Dade County Consular Corps. Currently the Miami-Dade Sister Cities Program has official ties to twenty three cities around the world (see below). The powers and responsibilities of the Sister Cities Program are defined by a series of resolutions enacted by the County Commission over the years.

The Mayor appoints the Chair of the Council as well as those members of the Council representing Miami-Dade County to our designated Sister Cities communities. The Board of County Commissioners and the Sister Cities Coordinating Council each appoint five at large members to the Council. There are a number of ad hoc committees approved by the Chair for specific project activities that are annually approved by the Council.

### **Miami-Dade County's Sister Cities**

<b>Asti, Italy</b>	<b>Mendoza, Argentina</b>	<b>Santo Domingo, Dominican Republic</b>
<b>Asuncion, Paraguay</b>	<b>Monagas, Venezuela</b>	<b>São Paulo, Brazil</b>
<b>Commonwealth of the Bahamas</b>	<b>Pereira, Colombia</b>	<b>Stockholm, Sweden</b>
<b>Cayman Islands, B.W.I.</b>	<b>Petit Guave, Haiti</b>	<b>Tenerife, Canary Islands, Spain</b>
<b>Iquique, Chile</b>	<b>Pucallpa, Peru</b>	<b>Taipei, Taiwan</b>
<b>Kingston, Jamaica</b>	<b>St. Kitts &amp; Nevis Island</b>	<b>Turks &amp; Caicos Islands</b>
<b>Lamentin, Guadeloupe</b>	<b>San Jose, Costa Rica</b>	<b>Veracruz, Mexico</b>
<b>Maldonado, Uruguay</b>	<b>Santa Cruz, Bolivia</b>	



# **The Jay Malina International Trade Consortium Sister Cities Coordinating Council**

November 2005 - November 2006

**Walter Loy**  
*Chair*

**Shelley Fano**  
*Vice-Chair*

Norma Amaro

Hugo Castro

Roddy E. Gomez

Malou Harrison

Laurice Hunter-Scott

Lynden James\*

Luis Lopez

Allan Rosenbaum

Eva Swift

Emma Tibaldeo

Ricardo Tribin

Silvia Unzueta

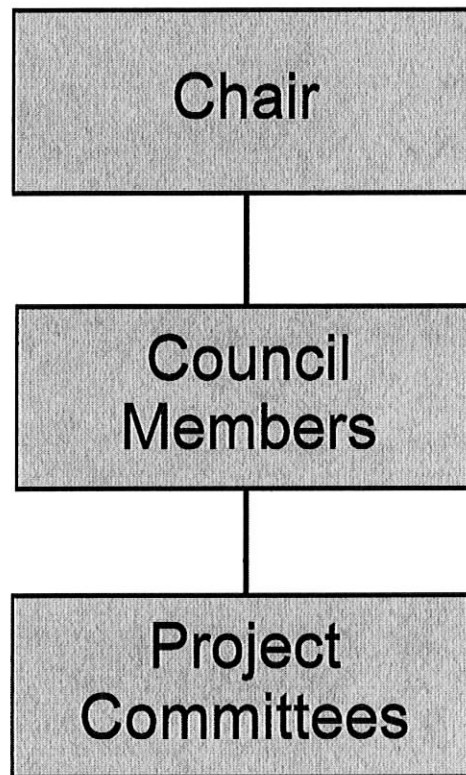
Jeanne Westphal

Billy K. Yeh\*

\*Honorary Member



# Sister Cities Coordinating Council





# **The Jay Malina International Trade Consortium Staff**

**J.A. Ojeda, Jr.**  
*Executive Director*

**Dimitrios "Jimmy" Nares, Assistant Director**

**Ricardo Bran, Assistant to the Director**

**Desmond Alufohai, Trade Developer**

**Jeanie Lisenby, Assistant Trade Developer**

**Cornelius Herelle, Senior Sister Cities Coordinator**

**Mayda Rescendi, Sister Cities Program Assistant**

**Annette Molina, Marketing Specialist**

**Cleopatra Contreras, International Protocol Specialist**

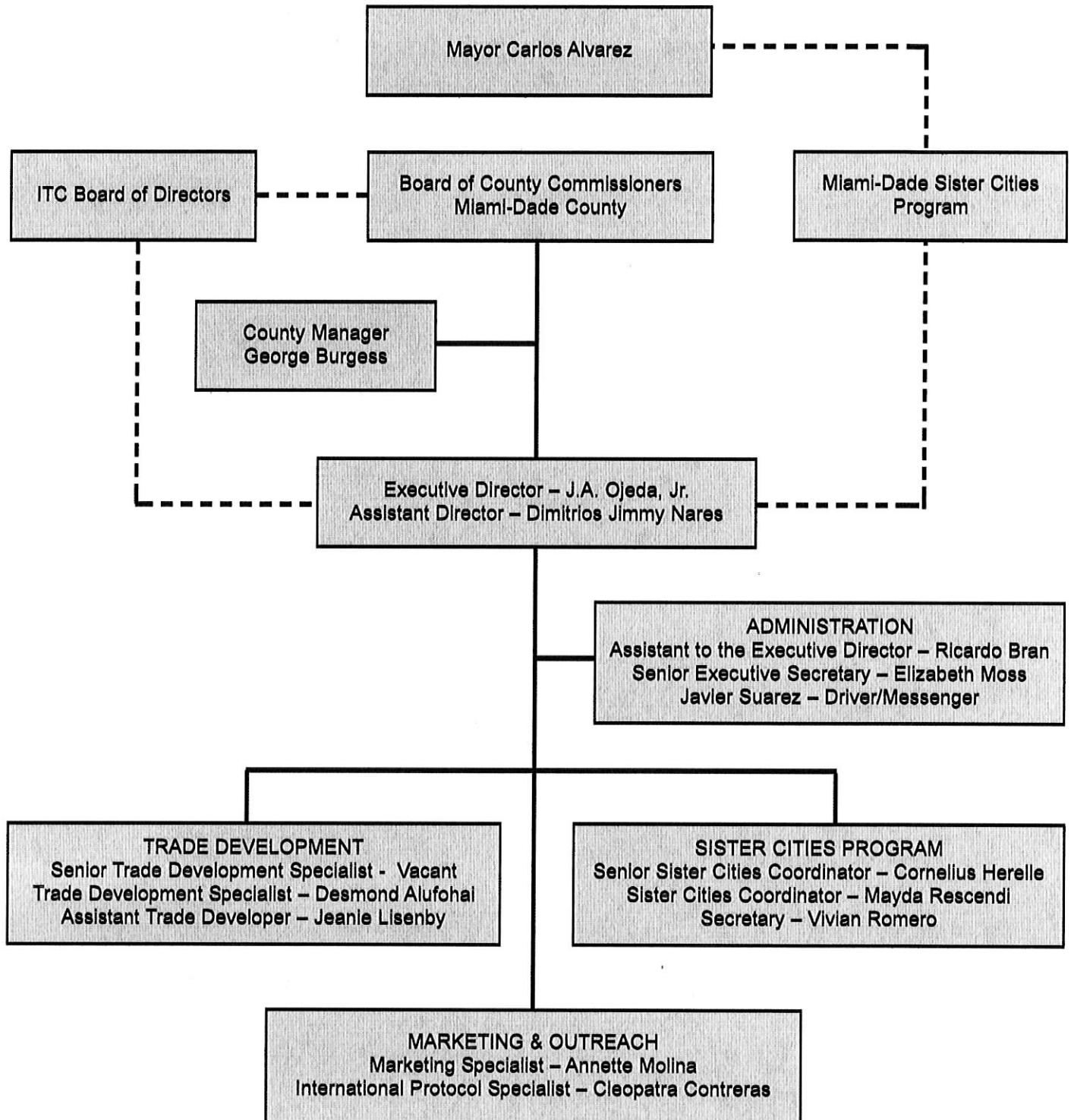
**Elizabeth Moss, Senior Executive Secretary**

**Vivian Romero, Executive Secretary**

**Javier Suarez, Driver/Messenger**



# ITC's Table of Organization





# **Program Operations**



## Programmatic Highlights 2005 - 2006

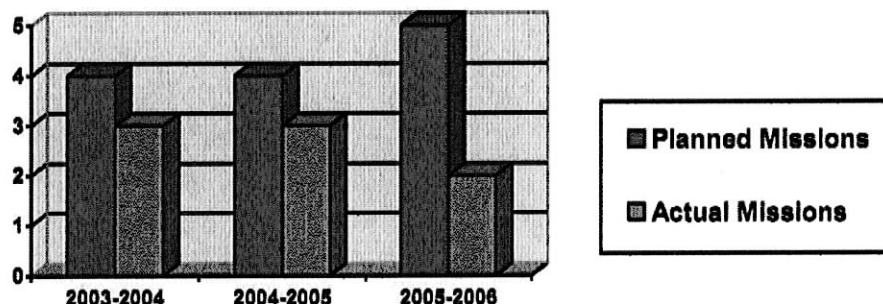
- County Commission Chair, Joe Martinez, appointed County Commissioner Natacha Seijas as the new Chair for the Jay Malina International Trade Consortium (ITC) Board of Directors.
- The County Manager appointed J.A. Ojeda, Jr., as Executive Director of the ITC after an extensive search process.
- The County Manager, upon the request of Commissioner Seijas, requested a general audit of the ITC. The audit began in January 2006, and was completed in June 2006. Many positive recommendations were made and implemented as a result of these findings.
- ITC Chair, Natacha Seijas, restructured the Board of Directors and appointed the following board committees:
  - Executive
  - Internal Management
  - Budget and Finance
  - Global Affairs
  - African Trade Initiatives
  - Asian Trade Initiatives
  - European and Middle Eastern Trade Initiatives
  - Western Hemisphere Trade Initiatives
- ITC Executive Director, J.A. Ojeda, Jr., reorganized the agency, and hired new staff.
- ITC offered protocol services and hosted numerous delegations and foreign dignitaries.
- ITC conducted a business development mission to Trinidad & Tobago at the invitation of the Consul General of that country.
- ITC Board approved new process for selecting countries targeted for ITC led missions and streamlined the application process for Third Party Missions.
- The Board of County Commissioners established an ITC Trust Account to implement the recommendations of the audit.
- Commissioner Seijas led a Goodwill Sister Cities Mission to Asti, Italy in celebration of over twenty years of uninterrupted friendship with Asti.
- World City Magazine published the 2006 Miami Trade Numbers book for the ITC outlining the top 25 trade partners with Miami-Dade County.
- ITC certified four Incoming Third Party Missions: Senegal, Guinea, Colombia, and Dominican Republic.
- ITC certified two Outgoing Third Party Missions: Trinidad & Tobago, and Asti, Italy.
- ITC sponsored the "Fourth Annual Miami-Dade Celebrates the Art of its Sister Cities" at the Miami Dade College Tower Theatre; September 15 - October 6, 2006.
- ITC Staff participated in the Sister Cities International 50th Anniversary Conference held in Washington, D.C; July 12 -14, 2006.
- ITC Staff participated in the Fifth Educational Conference on Diplomatic, Military & Business Protocol and Consular Relations in San Juan, Puerto Rico; August 2-5, 2006.



## Program Operations: Trade Development

At the heart of the Jay Malina International Trade Consortium's (ITC) objectives, is the agency's trade development program which is implemented by ITC-led missions, and by the Third Party Incoming and Outgoing Missions Program. In 2005-06, at the request of the audit, ITC staff with the support and leadership of the ITC Board streamlined the application process for Third Party Missions, and the process for targeting destinations for ITC-led missions. However, because many operations were put on hold pending the audit findings, the number of actual missions executed was less than originally planned.

### Trade Missions led by the Jay Malina International Trade Consortium Including Outgoing Sister Cities Missions Planned vs. Actual



The ITC Third Party Missions program provides funds on a competitive basis to local trade organizations which are certified to take trade missions abroad on behalf of Miami-Dade County. These missions, when certified, are eligible to receive a reimbursement of up to \$3,000 per mission. They are also eligible to receive up to \$7,500 on a reimbursement basis from Enterprise Florida, Inc. ITC also encourages local trade organizations to bring trade missions from other countries interested in buying or selling merchandise from Miami-Dade businesses. Those incoming missions, when certified by the ITC, are eligible for reimbursement up to \$2,000.

ITC also takes ITC-led missions abroad. In 2005-2006, the process for selecting targeted countries was streamlined, and the ITC Board established specific Board Committees to study and make recommendations for selecting these countries. There are four ad hoc trade initiatives committees that have the responsibility of working with the staff to determine countries best suited for these missions. In 2005-2006, only one ITC-led mission was undertaken to Trinidad and Tobago at the request of the Consul General of that country.

The Sister Cities Program annually selects one of the existing cities engaged in an official relationship with Miami-Dade County for a Goodwill Mission. And, in 2005-2006, the Sister Cities Coordinating Council selected Asti, Italy, which with our community was celebrating twenty-one years of continued friendship. In 2004-2005, a representative from Asti, Italy visited our community.

This year a Memorandum of Understanding with Miami International Airport (MIA), was discontinued at the request of the Federal Aviation Agency (FAA). Under this program ITC had participated with MIA staff in air cargo route development missions to establish possible air cargo routes between MIA and targeted countries.



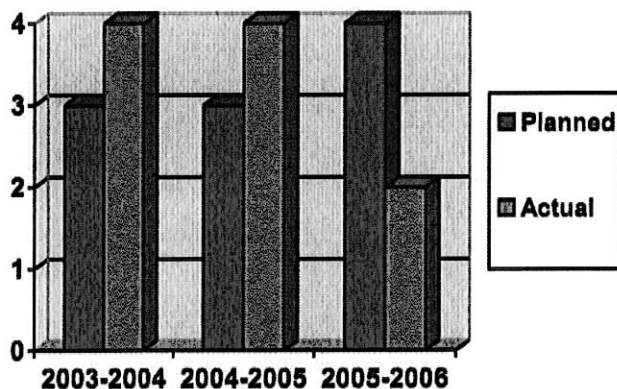
### Certified Outgoing Missions:

Mission Organizer	Destination	Mission Dates
Jamaica USA Chamber of Commerce	Jamaica	April 27 - 30, 2006
CAMACOL	Dominican Republic	August 2 - 5, 2006

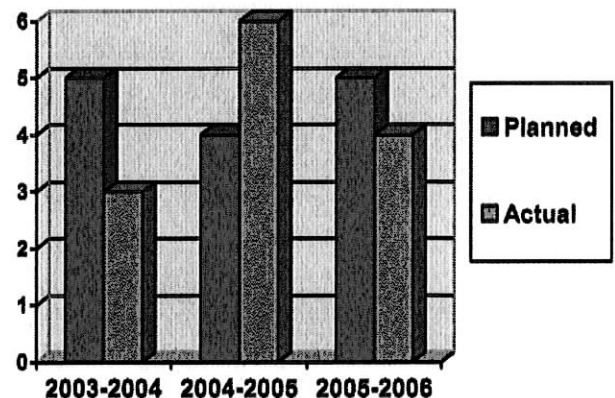
### Certified Incoming Missions:

Mission Organizers	Country of Origin	Mission Dates
Diaspora Arts Coalition	Senegal and Guinea	April 27 - 30, 2006
Florida Foreign Trade Association (FFTA)	Dominican Republic	August 2 - 5, 2006
Florida Foreign Trade Association (FFTA)	Colombia	Feb. 28 - March 4, 2006
Florida Foreign Trade Association (FFTA)	Dominican Republic	April 30 - May 4, 2006

**Outgoing Third Party Trade Missions  
Planned vs. Actual**



**Incoming Third Party Trade Missions  
Planned vs. Actual**





## **Mission to Trinidad & Tobago May 16th - 20th, 2006**

A Business Development mission to Miami's twenty-ninth largest trading partner, Trinidad & Tobago, took place as a result of a meeting between the Consul General of Trinidad & Tobago, Hon. Gerard Greene, and ITC Chair Natacha Seljas. The mission was jointly sponsored by the ITC, the Consulate of Trinidad & Tobago in Miami, and the Trinidad & Tobago USA (TTUSA) Chamber of Commerce.

As part of the mission, the participants attended the largest trade and investment convention in the Caribbean area, also known as the Annual Trade & Investment Convention (TIC) in Trinidad & Tobago. TIC had a participation of about 225 exhibitors, and 6,000 buyers from more than 30 countries including the Caribbean, Latin America, Canada, the U.S., Europe, and Asia.

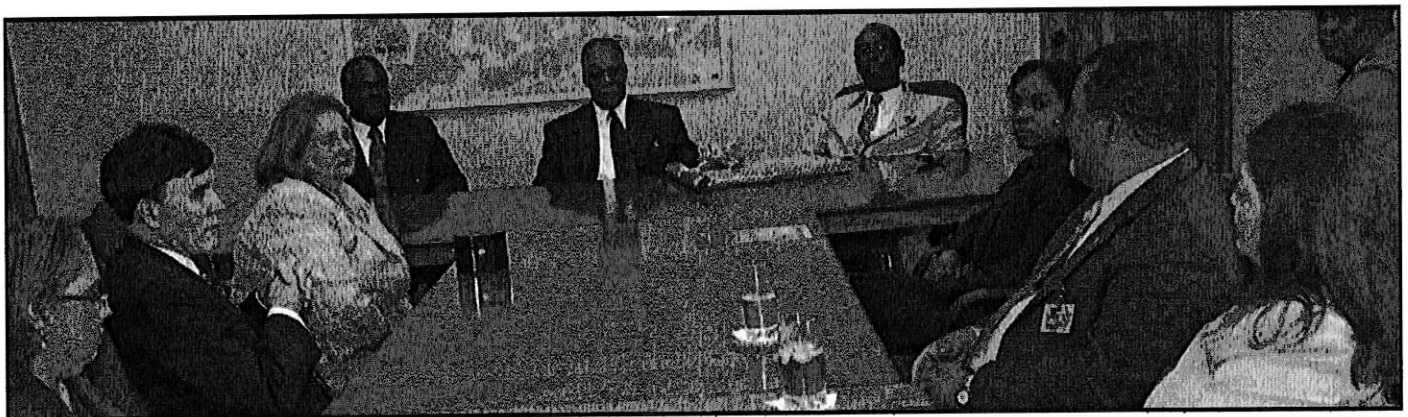
In addition, Commissioner Seljas also met with Trinidad & Tobago's Minister of Foreign Affairs, the Honorable Knowlson Gift. During her meeting, she discussed ways in which to improve trade relations, and how to facilitate an incoming trade mission from Trinidad and Tobago to Miami-Dade. A Sister Port agreement between the Port of Miami and Port of Spain was signed during Commissioner Seljas' meeting with authorities of the Port of Port of Spain. The Miami-Dade delegation also met with the President of the University of the West Indies, and discussed the possibility of developing a student exchange program. In addition, the mission raised approximately \$1,400 for the Trade Mission Center of the Americas, Inc.

It is estimated that the cost of travel expenses for County participants in this trip amounted to approximately \$8,000.



From left to right: Glen Joseph, Vice President of the TTUSA Chamber of Commerce; J.A. Ojeda, Jr., Executive Director of the ITC, Commissioner Natacha Seljas, ITC Chair; and Irving Headley, President of the TTUSA Chamber of Commerce. Below: Commissioner Seljas meets with Minister of Foreign Affairs, Hon. Knowlson Gift.

Below: Commissioner Seljas, and Executive Director, J.A. Ojeda, Jr., review Sister Port Agreement.





## **The Province of Asti, Italy September 8-15, 2006**

Nineteen delegates accompanied Commissioner Seljas on a Goodwill Mission to Asti, Italy, to celebrate twenty one years of uninterrupted friendship between Miami-Dade County and the Province of Asti, Italy. The mission further cemented the very strong bond between both communities and raised approximately \$2,200 for the Sister Cities Coordinating Council Trust Account.

The mission delegates, comprised of representatives from Miami-Dade County's public, private, and education sectors, served as citizen ambassadors in meeting with the people of Asti. Participants met with key representatives of government, education, and industry, and projected Miami-Dade County as an international community with ties not only to Italy, but to other cities throughout the world as well.



Left to Right: Emma Tibaideo, Miami-Dade Sister Cities Coordinating Council Member, and Natacha Seljas, Chair of the ITC.

Left to Right: Shelley Fano, Vice-Chair of the Sister Cities Coordinating Council, Natacha Seljas, Chair of the ITC, Roberto Marmo, President of the Province of Asti, and the Prefect of Asti.

The ITC worked with Emma Tibaideo of the Sister Cities Coordinating Council, and the office of the Honorable Roberto Marmo, President of the Administration of the Province of Asti to plan the various activities and meetings that took place during this mission.

Dr. Eduardo Padron, President of Miami Dade College met in Torino with the Vice President of the University of Torino. The purpose of the meeting was to explore ways in which both educational institutions could work together.

Delegates also attended the Festivale delle Sagre, a world famous farmers' parade celebrating the successful conclusion of the food and wine harvest. The weeklong event concluded with the Palio di Asti, a bareback horserace which dates back to medieval times. The winner of the race is awarded the Palio di Asti, which is specially designed by a local artist each year (see picture at right).

It is estimated that the cost of travel expenses for County participants in this trip amounted to approximately \$7,000.



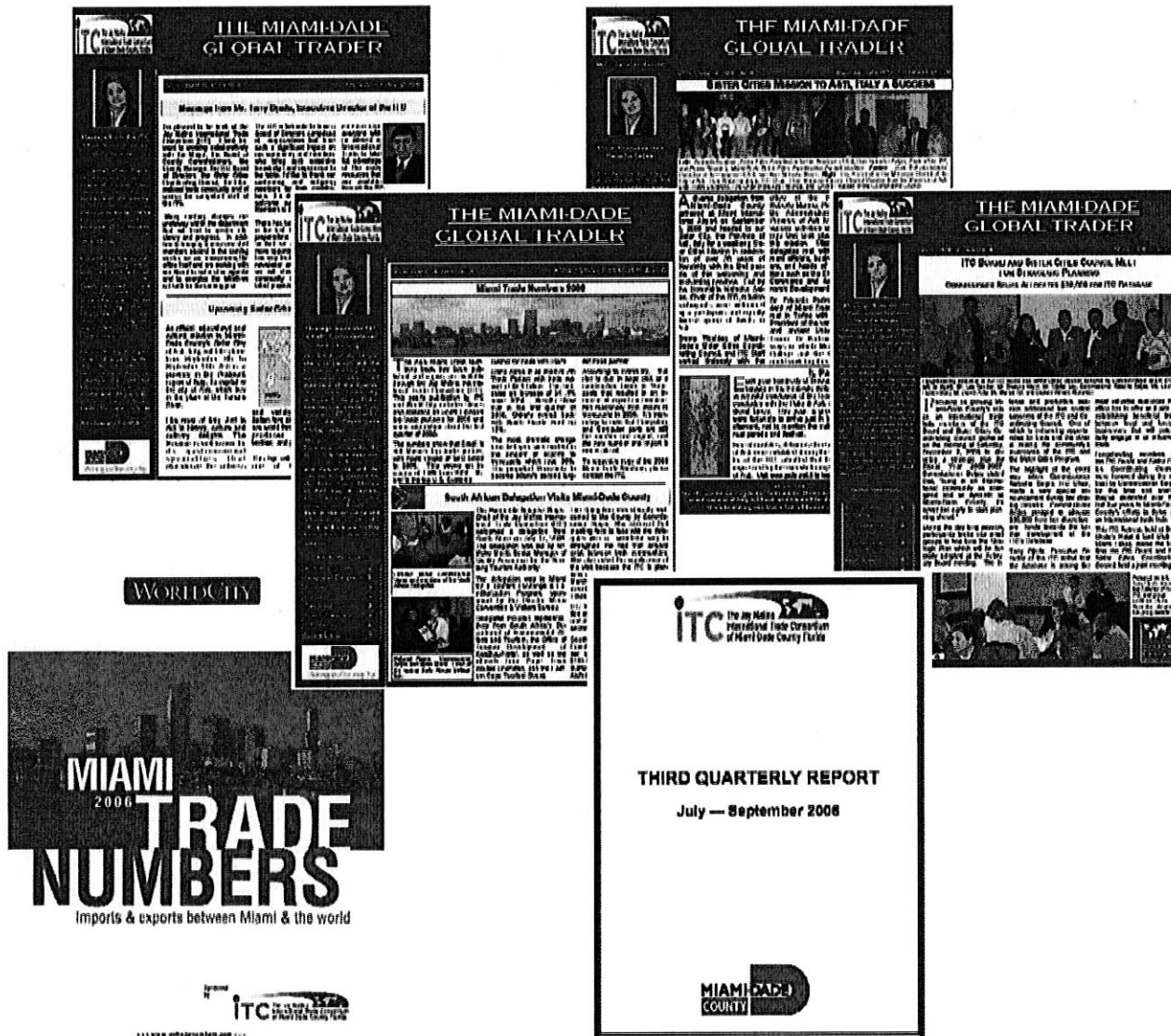


## Program Operations: Marketing & Outreach

In our efforts to maintain effective communication with the various policy makers and stakeholders in the international trade community, ITC staff publishes a newsletter on a monthly basis, three quarterly reports, and an annual report summarizing the activities of the agency. In addition, ITC maintains a web page ([www.miamidade.gov/itc](http://www.miamidade.gov/itc)) which summarizes program activities, contains agency information including meetings of the ITC Board, Sister Cities Coordinating Council, and respective committees. In addition, the web page also maintains an active calendar of ITC and trade community related events.

In partnership with World City Magazine, ITC publishes Trade Numbers, a publication containing information on the top twenty five trading partners in Miami-Dade County. This is the third year of this valuable publication, which is useful not only to policy makers and stakeholders, but also to any one needing trade data relating to the volume of trade between Miami-Dade and key world exporting nations.

ITC's outreach efforts also include providing sponsorship of international trade and culture events, staff support and participation at internationally related conferences, and events held by our partner organizations. In addition, our outreach efforts also include the coordination, reception, and support of official visits of trade delegations and dignitaries visiting Miami-Dade County. ITC staff works closely with protocol staff at Miami International Airport to coordinate the arrival and transportation of foreign and domestic dignitaries on official visits to our community.





## Sponsored Events:

Organization	Activity	Date
Congolese-American Chamber of Commerce and Sunland Group	Hon. Dr. Z'ahidi Arthur Ngoma, Vice President of the Democratic Republic of Congo	January 26
World Trade Center	State of the Port	February 15
Foundation for Democracy in Africa	Africando Hemispheric Summit on Science and Technology - Florida Memorial College	July 20-21
Florida Foreign Trade Association	Canada-Florida Trade Mission "Expanding Trade Partnerships in Agribusiness"	July 25-28
U.S. Commercial Service	Think Australia - U.S. Australia Free Trade Agreement	July 27
Sister Cities Coordinating Council	Fourth Annual Art Exhibit	September 15-October 6
Florida Foreign Trade Association	Peru Luncheon, American Chamber of Commerce, Peru Mr. Omar Azafedo	October 3
Mayor's Office of Film and Entertainment	Partially sponsored ImaginAsian 3 Trade Mission	October 23
Miami Council for International Visitors (MCIV)	Annual Meeting and Installation Ceremony-Desmond Alufohai, ITC Trade Developer, Installed as new Board Member	October 26

## Conferences and Workshops:

Organization	Activity	Dates
Johnson & Wales University	Business Seminar	January 10
Consul General South Africa, New York	Miami Boat Show, South African Pavillion	February 17
Mayor's Office	State of the County Address	February 28
Free Trade Area of the Americas, Inc (FTAA)	Visit of Vice President of Paraguay, His Excellency Luis Castiglioni, and Trade Delegation	March 21
Florida Foreign Trade Association (FFTA)	Dominican Republic -CAFTA Luncheon	May 2
Ministry of Economics, Republic of Guatemala	Networking Event on Business in Guatemala	May 2
Greater Miami Chamber of Commerce	Goals Conference	May 19-21
Free Trade Area of the Americas, Inc (FTAA)	His Excellency Eduardo Ferrero Costa, Peruvian Ambassador to the U.S.	May 25
Great Convention of Nicaraguans Living Abroad Event	His Excellency Enrique Bolaños, President of Nicaragua	June 9

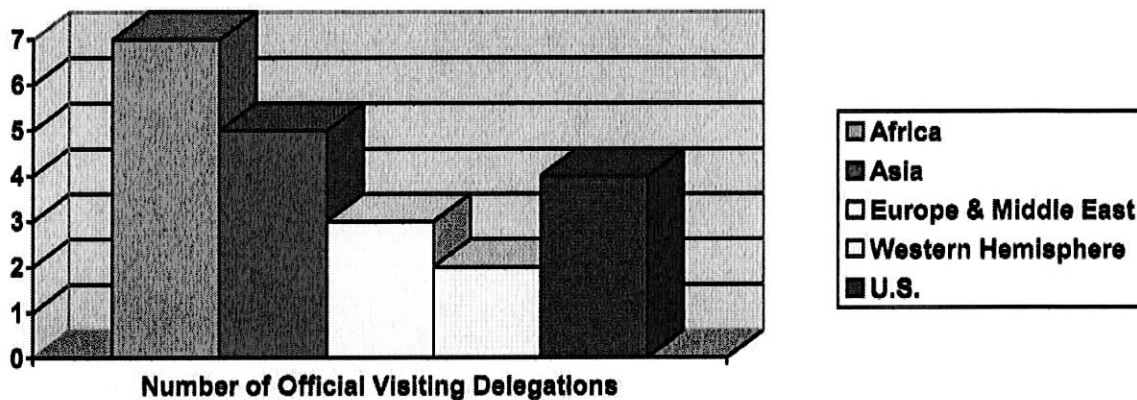


## Conferences and Workshops:

Organization	Activity	Dates
Orlu Regional Assembly	USA Convention Chief Achike Udenwa, Executive Governor of Imo State, Nigeria	June 26
Minority Chamber of Commerce	"Doing Business with CAFTA-DR Countries"	August 18
World City	Trade Links Seminar	September 13
Central American Countries "VIn d'Honneur"	185th Anniversary of Independence	September 15
Free Trade Area of the Americas, Inc (FTAA)	Colombia-U.S. Free Trade Agreement - Speaker Chamber of Deputies; and President of the Senate, Republic of Colombia	September 17
Guatemala Trade Office in Miami and the American Chamber of Commerce in Guatemala	Guatemala Investment Forum held at the Hotel Real Intercontinental, Guatemala City	October 5
Broward Alliance	2006 Annual Meeting - Broward Convention Center	October 18
Miami International Airport	Korean Air Cargo Reception and Dinner in honor of Ken Choi, President Korean Air Cargo, and to celebrate new Seoul/Miami service	October 25
The Governor's Office (FL) of Tourism, Trade, and Economic Development	Special Press Conference on the Florida-Haiti Initiative and the Unveiling of a New Partnership with the Florida Association for Volunteer Action in the Caribbean and the Americas: "Florida's Plan for Continuing Assistance to Haiti"	October 27
Greater Miami Convention & Visitors Bureau	2006 Annual Meeting	October 30



## Official Visits and Protocol Services



Organization	Activity	Date
U.S. Supreme Court	Greeted Mrs. Joanna Breyer, wife of U.S. Supreme Court Justice	January 26
The Gambian Embassy, Washington, D.C.	Hosted His Excellency Dodou Bammy Jagne, Gambian Ambassador to the U.S.	February 17-18
U.S. Department of Commerce	Greeted Assistant Secretary of Commerce, Israel Hernandez	February 22
U.S. Senate	Greeted Senator John Edwards	February 22
Belgian Consulate	Conducted meeting with Belgian Trade Officer and Manuel Molina, Honorary Consul of Belgium with the Office of Emergency Management	March 8
Chinese Consulate General, Houston	Greeted Consul General Hua Jinzhou	March 17
U.S. Department of Commerce	Greeted Messrs. M. McGee, M. Larsen, and J. McCarthy	March 20
Chilean Construction Chamber	Coordinated Presentation by Department of Planning and Zoning	March 27
Consulate of United Kingdom Consulate General Keith Allen	Coordinated meeting with Parliamentary Delegation - Commissioner Seljas, and Assistant County Manager Carlos Bonzon	April 6
Tianjin Economic Development Area (TEDA)	Coordinated meeting with Commissioner Seljas and Mr. Zhang Jun, Vice Chair TEDA	April 10



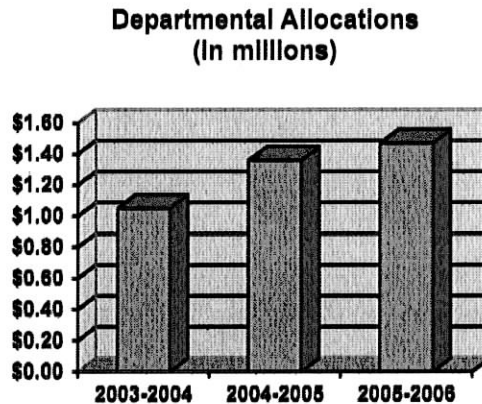
*Program Operations: Marketing & Outreach  
Official Visits and Protocol Services continued...*

Organization	Activity	Date
Florida Governor's Office	Coordinated visit of First Lady of Wakayama Province, Japan	May 14
South African Tourism Department & Greater Miami Convention & Visitors Bureau	Conducted meeting with Commissioner Seljas and Mr. Mpho Moeti, Senior Manager, Quality Assurance for Gauteng Tourism Authority and delegation	July 17
U.S. Department of Transportation	Coordinated meeting with Mr. Lipsyts Leonid Moiseyevich, Head of Transportation Department, City of Moscow, and eight member delegation and ITC Director, Public Works, Police Department, and Miami-Dade School Board.	July 21
U.S. Department of State	Cameroon Delegation Film Producers	July 24-27th
Consulate General of Paraguay	Coordinated visit of Hon. Victor Alcides Bogado Gonzalez, President Chamber of Deputies, Paraguay, and delegation to ITC	July 29-31
Haitian Consulate	Coordinated meeting of Haitian Minister of Public Works, F. Varela with Miami-Dade Public Works Department	August 22
Honorary of the Consulate Republic of The Gambia	Hosted visit of Hon. Neneh MacDouall-Gaye Secretary of State for Communications, Information, and Technology and Mr. Tijan Ceesay, Chief of Staff, Gambian Embassy in U.S.	August 22
Federal Republic of Nigeria	Greeted Hon. Prof. Babalola Borishade, Minister of Aviation Federal Republic of Nigeria	October 16-20

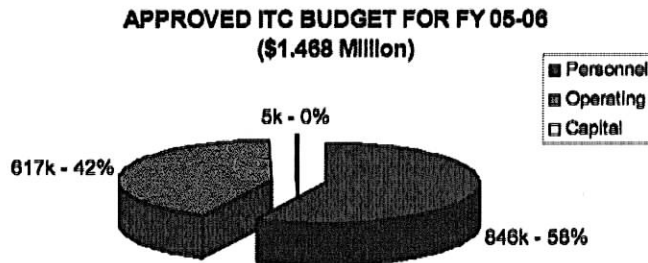


## Program Operations: Administration & Finance

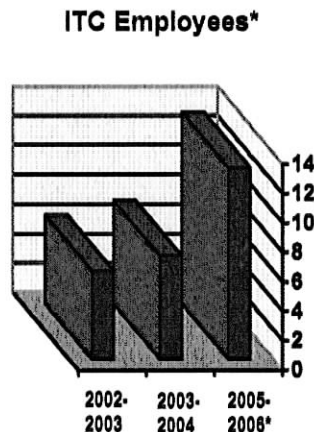
For Fiscal Year 2005-2006 (FY 05-06), the Board of County Commissioners authorized a budget of \$1.468 millions to support ITC operations. Of this amount, \$1.073 millions were allocated from the General Fund, \$295,000 from Seaport revenues, and \$100,000 from the Greater Miami Convention and Visitors Bureau. This budget allocation was significantly higher than the allocation for FY 03-04 (\$1.050 millions) and for FY 04-05 (\$1.358 millions) as outlined in the chart below:



The FY 05-06 budget of \$1.468 millions included \$846,000 for personnel expenditures; \$617,000 for operating costs; and \$5,000 for capital, as detailed in the chart below:



The Budget also authorized an increase in personnel from a previous six to a current eleven employees, including two part time. The increase in authorized personnel reflected the staff reorganization undertaken by the Executive Director for additional staff support, particularly to the Sister Cities Program. The chart below, details staff growth from FY 03-04:



\*Includes two (2) part time staff members



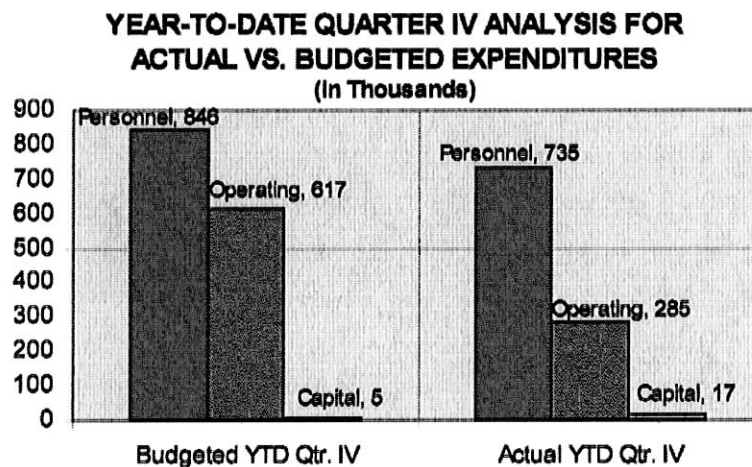
*Program Operations: Administration & Finance continued...*

Actual operating expenditures in 2005-2006 were lower than budgeted (\$285,000 vs. \$617,000) or 54% lower than budgeted. This variance was primarily attributed to the delay in implementing mission programs due to unanticipated events such as the ITC audit conducted by the Audit and Management Services Department, (January-June, 2006), the transition associated with the change in organizational leadership (January 2006), and the change in top management (April 2006).

Personnel expenditures in FY 05-06 were 87% of the department's annual budget (\$735,000 vs. \$846,000), or 13% lower than budgeted. This variance was primarily due to position vacancies and attrition during the fiscal year.

Capital expenses for the same period (\$17,000 vs. \$5,000) were 240% higher than budgeted. This variance was primarily due to expenses relating to the purchase of a new copier to replace an older and inefficient one.

As a result of the conditions explained above, overall expenditures (\$1.037 million vs. \$1.468 million) were 29% lower than budgeted. The department spent only 68% of its allocated budget as outlined in the chart below:



### Support Activities

ITC staff works closely with, and provides staff support to the two citizen policy boards appointed by the Mayor, the Board of County Commissioners, relevant trade organizations, and the members of the Sister Cities Coordinating Council. These Boards are:

- The Jay Malina International Trade Consortium
- The Miami-Dade Sister Cities Coordinating Council

These policy boards meet on a bi-monthly basis, and their respective standing and ad hoc committees meet on the alternate bimonthly dates; although committee meetings may occur more frequently. ITC staff schedules the meetings, prepares meeting agendas with support documents, distributes agendas to the respective boards and committees, calendars the meetings for compliance with sunshine requirements, prepares minutes, and implements policy and project activities as required. These activities are staff intensive and require the almost total involvement of the ITC staff.



The ITC Board, working through its different committees, assisted staff with streamlining the process of the entire agency's daily operations thereby increasing transparency and accountability. For example, the Internal Management Committee reviewed the application process for Third Party Incoming and Outgoing Missions applications, and implemented recommendations suggested in the audit report. The Committee also assisted in revising policy and procedure changes, such as the creation of several ad hoc trade initiatives committees that will in turn study countries to be targeted as possible ITC-led mission destinations. The African Trade Initiatives Ad Hoc Committee, created in 2006, met several times, and after going through the newly implemented country selection process, chose South Africa for the next ITC-led trade mission, to take place in 2007.

The table below summarizes the number and dates of meetings held in fiscal year 2005-2006.

### ITC Board Meetings

ITC BOARD MEETINGS	DATES HELD
ITC Board of Directors 8 Meetings	December 5 January 30 February 8 March 8 May 10 June 26 July 19 October 11
Sister Cities Coordinating Council 5 Meetings	January 19 March 23 May 4 July 27 October 19

### ITC and Sister Cities Committee Meetings

COMMITTEE MEETINGS	DATES HELD
ITC Executive Committee 2 Meetings	July 7, July 25
ITC Internal Management Committee 2 Meetings	May 3, July 11
Finance & Budget Committee 3 Meetings	April 24, April 28, July 11
Africa Trade Initiative Program 2 Meetings	July 31, August 9
Sister Cities Asti Mission Committee 5 Meetings	March 1, April 11, June 9, July 18, August 31
Sister Cities Arts Committee 4 Meetings	January 5, April 25, May 15, June 6
Protocol Committee 5 Meetings	January 11, January 25, March 1, March 22, March 29



In addition to the funds allocated by the Board of County Commissioners for the operations of the ITC's programs and activities, the agency has access to other non-county funds as determined by ordinance, or by resolution. The ITC Trust Account was created by County ordinance in 2006; the Trade Mission Center of the Americas, Inc. (TMC) is a non profit corporation operated by the ITC Board. The Sister Cities Trust Account was established up by County resolution when the Sister Cities program was first established. The table below represents an accounting of the funds in each of these activities:

**ITC AND SISTER CITIES NON-COUNTY FINANCIAL ASSETS**  
**Balance Sheet as of November 30, 2006**

ITC Trust Fund Account*:	\$110,628
Trade Mission Center of the Americas, Inc**:	\$17,381
Sister Cities Trust Fund Account***:	\$24,115
	<hr/>
<b>Total Financial Other Assets:</b>	<b>\$152,124</b>

\* ITC Trust Fund - A trust fund account for the ITC was established in October 2006, in accordance with the recommendations of the audit, so that funds could be transferred from the Trade Mission Center of the Americas back to the direct control of the ITC. The funds held in the newly established trust fund are to be used solely for the following activities: marketing and promotions, including special protocol gifts; conferences, workshops, and events; receiving and hosting visiting dignitaries and trade missions; ITC led missions abroad; and for ITC Board of Directors' retreats.

\*\* Trade Mission Center of the Americas, Inc. - Funds are to be used for activities that support trade as approved within the annual approved budget of the TMC Board, or as otherwise approved by the TMC Executive Committee.

\*\*\* Sister Cities Trust Fund Account - Created by County resolution; funds are to be used as approved by the Sister Cities Coordinating Council to support Sister Cities activities.

The three accounts mentioned above can receive private sector funding.





**Carlos Alvarez**

*Mayor*

**Board of County Commissioners**

**Bruno A. Barreiro, Chairman**

**Barbara J. Jordan, Vice-Chairwoman**

**Barbara J. Jordan**

*District 1*

**Dorrlin D. Rolle**

*District 2*

**Audrey M. Edmonson**

*District 3*

**Sally A. Heyman**

*District 4*

**Bruno A. Barreiro**

*District 5*

**Rebeca Sosa**

*District 6*

**Carlos A. Gimenez**

*District 7*

**Katy Sorenson**

*District 8*

**Dennis C. Moss**

*District 9*

**Sen. Javier D. Souto**

*District 10*

**Joe A. Martinez**

*District 11*

**José "Pepe" Diaz**

*District 12*

**Natacha Seljas**

*District 13*

**Harvey Ruvlin**

*Clerk of Courts*

**George M. Burgess**

*County Manager*

**Murray A. Greenberg**

*County Attorney*

Miami-Dade County provides equal access and equal opportunity  
in employment and services and does not discriminate on the basis of disability.



